BC Safety Authority

Business Plan

2013 – 2015

Overview

Safe technical systems. Everywhere.

This business plan marks a turning point for the BC Safety Authority (BCSA). We have developed a 10-Year Strategy (www.safetyauthority.ca/about) and expanded our vision for the future: **Safe technical systems. Everywhere.**

In support of our 10-Year Strategy, this business plan focuses on what we will accomplish in 2013-2015. We are developing a knowledge-based business and growing our ability to collect, maintain and analyze safety and risk data. We will use our technical expertise to benefit clients and society by influencing better safety outcomes across the safety system. The safety system is comprised of people, equipment, safety standards and work practices. BCSA expects industry and the public to actively participate in the safety system. This document describes how we will work to achieve each of our strategic goals:

For Safety:

We will rely on our Risk Assessment Process (RAP) to influence how people think about safety, guide decision-making and focus more effectively on areas of elevated risk. We will apply RAP to more of our technologies and to both installation and operating permits.

For Clients:

We will make our services more accessible so being part of the safety system is easy for clients. This will be made possible through our new online permitting system, and by further tailoring our services to meet the specific needs of our clients.

For People:

We will continue to increase our capacity to learn and support our people in becoming innovative and delivering business improvement.

For Sustainability:

We will balance costs and revenues so that we contribute to our capital reserves, which rejuvenate our business through re-investment in new ideas that advance technical safety.

We are accountable to continually improve results based on these key measures:

- Understanding and control of safety risks and unsafe conditions.
- Sample rates – the number of physical inspections we perform to assess safety.
- High risk inspection – the focus and attention we give to higher risk situations.
- Client satisfaction.
- Return on investment of major expenditures, such as our new information system.
- Employee alignment with the business direction.

A significant focus for 2013 will be to successfully implement the next phase of our new information management system. This new system will deliver ongoing benefits for both BCSA and our clients, giving clients faster and more complete access to their records and permit activities, both online and over the phone.

Our financial estimates for 2013 forecast a deficit of roughly $2 million. This is an increase from the smaller deficits of the past few years due to the temporary increase in resources needed to implement our new information management system. This new information management system will enable us to do more to control unpermitted work and bring additional workers and companies into the safety system. We will also increasingly diversify our revenue sources through new services.

For 2013-2015 our focus is on putting in place the right tools for safety, for our clients and for our sustainability.

For 2013–2015
our focus is on
putting in place
the right tools
for safety, for our
clients and for
our sustainability.

Contents

Who we are

What we do 1

Board of Directors 2

Strategic Goals

Safety 3

Clients 7

People 9

Sustainability 11

Measuring Performance 13

Financial Outlook 15

Appendix A - Planning context 17

Who we are

The BC Safety Authority is an independent, self-funded organization mandated to oversee the safe installation and operation of technical systems and equipment. In addition to issuing permits, licences and certificates, we work with industry to reduce safety risks through assessment, education and outreach, enforcement, and research.

Our mission

We build your confidence in safety systems for life – through a focus on risk and support for innovation.

Our vision

Safe technical systems. Everywhere.

Our values

Simplicity
Authenticity
Accountability

What we do

We deliver safety services across the following technologies in the province:

- Electrical equipment and systems
- Boilers, pressure vessels and refrigeration systems
- Natural gas and propane appliances and systems, including hydrogen
- Elevating devices, such as elevators and escalators
- Railways, including commuter rail
- Passenger ropeways, such as aerial trams and ski lifts
- Amusement devices
- Complex and integrated technical systems involving several technologies

Our services include:

- Assessing technical work and equipment, including collecting information through physical inspection, incident investigation and registering new equipment and designs.
- Certifying individuals and licensing contractors and operators to perform regulated work.
- Supporting clients in the development of alternative safety approaches, and auditing their safety management plans or equivalent standard approaches.
- Educating our clients and the broader public about technical safety to better control risks.
- Taking enforcement actions that promote an equitable safety system where all participants are compliant with regulations.
- Conducting research, including contributing to provincial and national safety code development and updating regulations for the technologies we serve.

The BC Safety Authority operates within a legislative and regulatory framework that includes:

- *Safety Authority Act*
- *Safety Standards Act* and Regulations
- *Railway Safety Act* and Regulations
- *Administrative Tribunals Act*
- *Freedom of Information and Protection of Privacy Act*
- *Ombudsperson Act*
- *Offence Act*

For further information, including our *Annual Report* and annual *State of Safety Report*, visit the 'About' section of our website at www.safetyauthority.ca/about

Board of Directors

The BC Safety Authority is governed by a board of up to fifteen directors* that monitors performance and sets the organization's strategic direction in consultation with management. Directors are appointed on the basis of merit; they must meet the qualifications established in the *Safety Authority Act* and abide by a code of conduct.

The Board is organized with the following committee structure:

- Finance and Audit
- Governance and Human Resources
- Strategic Advisory

* The current Board of Directors has 11 members.

Safety

Strategic Goal: **To advance the understanding of safety risks and to develop the best ways to manage them.**

3-Year Milestone:
An integrated, safety-risk information system that facilitates the transfer of knowledge between regulators, duty holders (owners and those performing technical work) and the public.

A focus on risk is imperative to understanding and managing unsafe conditions, and provides the basis for an effective and efficient system of safety oversight. The tools and activities of our risk-based approach are captured in the four pillars of our Accident Prevention Model (1) assessment, (2) research, (3) education and outreach, and (4) enforcement. These pillars are instrumental in growing safety knowledge and shifting oversight away from correction of non-compliance to prevention of unsafe conditions.

We believe that if given the information they need, safety system participants (e.g., regulators, administrators, duty holders, and the public) will take responsibility for technical safety. By engaging participants to continually identify ways to improve safety, the system will become self-reinforcing. This philosophy expects the best of people and sets a high standard. Therefore, when duty holders neglect their safety responsibilities, we will intervene.

Our primary focus for the next three years will be on designing, implementing, and improving BCSA's information management system. Activities will concentrate on the capture, analysis and reporting of risk conditions to minimize their chance of occurrence. As well, we will further develop certification and licensing in our technologies. By ensuring workers have up-to-date safety knowledge, we can increase our reliance on duty holder assessments and declarations.

Safety Objective 1:

Develop and share safety knowledge that gives participants the tools to come up with safety solutions.

2013 Tactics:

- Update standards and practices for our staff to assess, record, analyze and report on risk conditions found during physical inspections.
- Establish an incident investigation program that seeks to understand the relationship between regulated equipment, systems or work, and the cause of incidents.
- Establish a process for the public to report technical system hazards.

2014-2015 Tactics:

- Identify actions that reduce the risk of incidents and implement client education programs and engagement practices that clarify safety responsibilities and advance learning and innovation.
- Support the public's ability to make informed safety decisions by establishing channels to provide safety performance information about licensed contractors and their certified staff.

Safety Objective 2:

Build safety leadership through shared knowledge and collaborative problem solving.

2013 Tactics:

- Recommend changes to the Elevating Devices Safety Regulation to support the rollout of the Elevator Mechanic Certification Program.
- Initiate an audit program for elevating devices contractor declarations.
- Advance the implementation of a risk-based Railway Sidings and Spurs Certification Program.

2014-2015 Tactics:

- Enhance requirements for duty holders to declare that they deem regulated equipment, systems and work to be safe and compliant with applicable regulations.
- Renew existing and establish new certification and licensing programs using education, examination and assessment to maintain and upgrade the safety knowledge of duty holders.
- Promote and support nominations of safety system participants to standards bodies and encourage industry association participation.

Safety Objective 3:

Apply a risk-based approach to managing the full lifecycle of systems and equipment.

2013 Tactics:

- Link appropriate enforcement actions to risk conditions found during physical inspection.
- Transfer the existing Risk Assessment Program (RAP) into the new information system for electrical and gas installations and boiler, pressure vessel and refrigeration operating units.
- Initiate RAP development for elevating device operating units in the new information system.
- Evaluate an off-line RAP tool for passenger ropeway operating units.

2014-2015 Tactics:

- Further develop RAP to assist BCSA staff with focusing assessment activities on higher risk situations.
- Develop the capacity to accept new and innovative technology.
- Support those who hold operating permits with the identification and management of potential hazards created by aging or outdated technical systems and equipment.

Safety Objective 4:

Implement sound policies supported by relevant regulatory instruments so our approach to managing safety risks is accessible, responsive and balanced.

2013 Tactics:

- Confirm and implement Provincial policy for the technical safety oversight of BC Hydro.
- Collaborate with the Oil and Gas Commission to implement a coordinated safety management plan approach for liquid natural gas development in BC.
- Review our operating model and regulatory approach to discover opportunities for improvement.
- Conduct a review of the *Safety Standards Act* and regulations to confirm they align with the goals of BCSA's 10-Year Strategy.

2014-2015 Tactics:

- Develop risk management regulations that are easy to understand, enable the right safety responses, and clarify binding roles and accountabilities for optimal management of risk by safety system participants.

Clients

Strategic Goal: **To contribute to our clients' success by providing valued services that attach clients to the safety system and drive higher safety performance.**

3-Year Milestone

Expand our client base and our day-to-day transactional services, successfully introduce new knowledge-based services, and maintain a high level of client satisfaction.

The safety record of a contractor or equipment owner contributes to their success – both reputational and financial. BCSA is part of this success because our clients look to us for risk management knowledge and support that enables them to take innovative and cost-effective approaches to improving safety.

Over the next three years, our focus will be on ensuring our services respond to both client and safety needs, with a focus on making it easier for clients to do business with us. We recognize our client base is increasingly diverse so we will identify specific service offerings for each group. We will also begin to expand our reach with new safety and risk management services.

Clients Objective 1:

Deliver effective and efficient core services that reinforce the benefits of our accident prevention model.

2013 Tactics:

- Implement simplified fee structures for Electrical and Elevating Device technologies as part of the next phase of our new information management system.
- Improve access to our transactional services through an expanded contact centre and online self-service.
- Ensure high quality service delivery through new performance metrics for staff and for our new information system.

2014-2015 Tactics:

- Implement simplified fee structures for other technologies.
- Streamline permit access through an expanded decal program and new methods to register equipment.
- Continuously improve service access and turnaround times by expanding client self-service options and electronic exchange of documents and information.
- Enhance our enforcement program to more quickly identify and bring additional clients into the safety system.

Clients Objective 2:

Gain more insight into the technical safety needs of our clients.

2013 Tactics:

- Identify distinct client groups and their specific service needs to answer the strategic questions: "Who are our primary clients?" and "What do they want and need from us to improve safety?"
- Build strong relationships with clients to identify service delivery improvements and increase their participation in the safety system.
- Modify our approach to delivering operating permits and pressure vessel registration to accelerate connecting new clients to the safety system.

2014-2015 Tactics:

- Increase opportunities for dialogue with clients and stakeholders to better share risk management knowledge.
- Identify and build relationships with clients and associations to discover new service opportunities.
- Introduce safety audit tools, such as client performance reviews, to monitor service delivery effectiveness and safety performance.
- Improve our corporate response to client feedback by centralizing the gathering, compilation and reporting of issues and their resolution.

Clients Objective 3:

Provide new and more valued services to clients.

2013 Tactics:

- Develop the market for alternative safety approaches by focusing on the oil and gas, propane, bioenergy, and institutional sectors.
- Expand product and service offerings to enhance specific safety insight, such as client-paid technical training and technical newsletters.
- Prioritize opportunities to build knowledge and influence safety beyond our current client base, focusing on provincial organizations.
- Explore and confirm municipal and other agency interest in adopting our risk management and information system to improve their safety oversight.

2014-2015 Tactics:

- Develop and offer advanced safety and risk management services that go beyond what we offer today.
- Create and distribute useful information (e.g., statistics, trends, forecasts) on safety and risk management to interested companies and associations.
- Align with municipalities to create a uniform approach to technical systems, safety and risk management across the province.
- Implement a service agreement to supply our risk management approach and information systems to a new client.

People

Strategic Goal: **To have a courageous culture where employees build and deliver the safety services for the future.**

3-Year Milestone

Put in place distinct development streams or career paths for employees in support of a knowledge-based organization.

As a service business, where our product is knowledge, the greatest opportunity within BCSA lies in fully realizing the intellectual capability of our people. Our approach of making clients responsible for safety, along with the integration of technology within industry, will continue to shift our focus from the inspection of equipment and work to a broader evaluation of systems (different technologies working together) and risk control. We are preparing for a future where our employees will assess risk across technologies and will specialize in failure prediction and analysis.

Over the next 10 years, BCSA will need to integrate people with different backgrounds, contributions and work styles into a fluid and flexible workforce. Our employees will turn knowledge and expertise into valued services for the advancement of safety.

People Objective 1:

Encourage a systems focus.

2013 Tactics:

- Ensure employees are familiar with what is expected of them, given the new information system, and capitalize on system efficiencies and opportunities.
- Develop a Human Resources Management System that enables informed decisions on resource deployment, skill building, and human resources practices that support our 10-Year Strategy.

2014-2015 Tactics:

- Support our employees in developing integrative "whole system focused" skills through participation in projects, assignments, training, and mentoring.
- Develop a resource strategy for talent acquisition and development that addresses the shift from inspection and permitting to systems thinking, knowledge management, and business know-how.
- Properly capture employees' safety and risk knowledge to benefit staff and clients.

People Objective 2:
Connect each person's work to the cause.

2013 Tactics:

- Establish a plan to strengthen pieces of our culture required to achieve our 10-Year Strategy.
- Improve employee orientation to focus on the systems, practices and priorities of safety and client needs.
- Design new roles as opportunities arise (e.g., vacancies) that support achievement of the business and strategic plans.

2014-2015 Tactics:

- Transition to a culture that weaves knowledge and client insight into risk management and safety oversight.
- Create a nimble learning environment that supports creativity, critical inquiry, and practical application of information to solve problems and implement new ideas.

People Objective 3:
Create an open organizational structure.

2013 Tactics:

- Evolve the organizational structure to enable the business to achieve our 10 year goals.
- Develop a skills matrix that compares the current organizational skill set with the future required skill set and highlights the gaps to be addressed in future years.

2014-2015 Tactics:

- Recruit talent from areas beyond our traditional sources and encourage more active client participation in safety oversight.
- Adopt flexible work practices that enable contributions from previously untapped resources: clients, global employees, volunteers and safety advocates.
- Identify development streams and career paths that incorporate internal and external experience to achieve our Safety and Client strategic goals.

Sustainability

Strategic Goal: To optimize human, financial and relationship capital, and to anticipate and adapt to changes in our marketplace.

3-Year Milestone

Realize a 15% internal rate of return on our investment in information technology (IT).

Most of our revenue comes from work associated with new construction. Our fluctuating revenue history moves with the construction industry, and has proven that we cannot depend on the natural variability of BC's construction cycles. Without sensible growth and diversification of revenue sources our business model is unsustainable.

We will build the financial reserves needed to provide future capital for reinvestment, just as we used past reserves to invest in our new information system. We will forge strategic partnerships and adapt lines of business to steadily improve key indicators of corporate health such as contribution margins, overhead ratios, productivity and revenues.

Sustainability Objective 1:

Coordinate and leverage our relationship, human and financial capital to create a better business model, one that offers clients better value.

2013 Tactics:

- Present clients with more attractive value propositions, service offerings, and pricing frameworks tailored to different client types.
- Evaluate alternatives for sensible business growth and choose the best option for a more adaptive, knowledge-based business structure.

2014-2015 Tactics:

- Transition to a business model that is more customer-focused and strategic.
- Implement appropriate pricing of our knowledge-based services that aligns with the new business model.

Sustainability Objective 2:

Improve our financial resilience so that we are an active participant in the emerging growth in BC's industrial infrastructure.

2013 Tactics:

- Maintain an appropriate balance between costs and revenues.
- Continue our focus on enterprise risk (i.e., what can go wrong for BCSA and the safety system, and how to reduce that risk) and maintain robust risk control plans.

2014-2015 Tactics:

- Take steps to make costs more flexible to adapt to the economic environment.
- Implement consistent and predictable price increases, as required, and further link prices to safety risk.
- Continue to drive meaningful financial performance measures into the organization to allow all staff to contribute to corporate financial health.
- Develop new services to manage financial risk, both for BCSA and client use.

Sustainability Objective 3:

Optimize the value of our investments in information technology and related intellectual property.

2013 Tactics:

- Put in place an information systems function that will support a business that uses knowledge to advance safety.
- Focus our information systems output to deliver the right knowledge to the right clients.

2014-2015 Tactics:

- Expand our portfolio of information systems tools and competencies.
- Connect our knowledge of safety, contractors, operators, and incidents to building and nurturing products and relationships.

Measuring Performance

Organizational Measures

Our performance indicators are directly linked to our strategic direction. They have a deliberate focus on outcomes and rely less on outside surveys of our performance.

If we manage safety concerns, the sustainability of our efforts, the needs of our clients, and the talent and adaptability of our people, we will successfully deliver our plan.

Transitioning performance measurement from prior years

Table 1: Summary of corporate measures for 2013

	SAFETY MEASURES	2013 TARGETS
1	Implement a process for understanding and managing information related to risk conditions found during physical inspections	• An *As-found Risk Report* as a result of an implemented process for all technologies (except for rail and Alternative Safety Approaches) by October 31, 2013
2	Number of elevated risk conditions found per 100 assessments	• Establish ratings for all technologies (except for rail and Alternative Safety Approaches)
3	Sample rate (number of physical inspections as a percentage of total number of active permits)	• A sample rate of 15% each for electrical and gas contractor installations
4	High Risk Assessment Program (RAP) related to physical inspection rate	• For electrical and gas contractor installations 75% of assessed and waived inspections contain rationale for no physical inspection • 65% physical inspection rate for high RAP electrical declarations • 65% physical inspection rate for high RAP gas declarations • For boiler and pressure vessel operating permits establish a baseline for high RAP physical inspection rate

Table 1: Summary of corporate measures for 2013 (continued)

	CLIENT MEASURES	2013 TARGETS
1	Successful launch of new computer system	• Monthly Certificate of Inspection volumes for gas and electrical contractor installations equivalent to 2012 average levels • Turnaround times for certification, licensing, and design registration equivalent to 2012 average levels • For electrical and gas, the new online portal *MyConnection* is processing as many permitting transactions per month as the 2012 monthly average through *BC OnLine* • Baseline service levels for the expanded contact centre are defined and documented
2	Client feedback	• Six client feedback surveys are issued • Processes and accountabilities are defined and implemented to tabulate survey results, produce reports, and contact clients to address questions or concerns

	PEOPLE MEASURES	2013 TARGETS
1	Employee acceptance of new computer system	• Percentage of duplicate contacts in BCSA's systems is less between September 15 - December 15 than between April 15 - July 15 • Number of clients with an email address in BCSA's system is higher than at system launch and a baseline percentage is established • A baseline percentage is established for installation permits requiring an operating permit by improving asset owner information in BCSA's system
2	Occupational Health and Safety Performance	• Fewer "at fault" vehicle incidents in 2013 than in 2012 • 90% submission rate of monthly motor vehicle checklists for all employees with fleet vehicles • 80% completion of Joint Occupational Health and Safety meetings

	SUSTAINABILITY MEASURES	2013 TARGETS
1	Contribution Margin [Revenue - Direct costs (as adjusted)] / Revenue	• 36.2% (after deferral)
2	Overhead Ratio [Total Costs - Direct Costs (as adjusted)] / Revenue	• 40.9% (after deferral)
3	Improve the Business Model - better value propositions, service offerings and pricing frameworks	• A plan for transition to a new business model
4	Computer system	• Phase 2 implementation on track and on budget

Financial Outlook

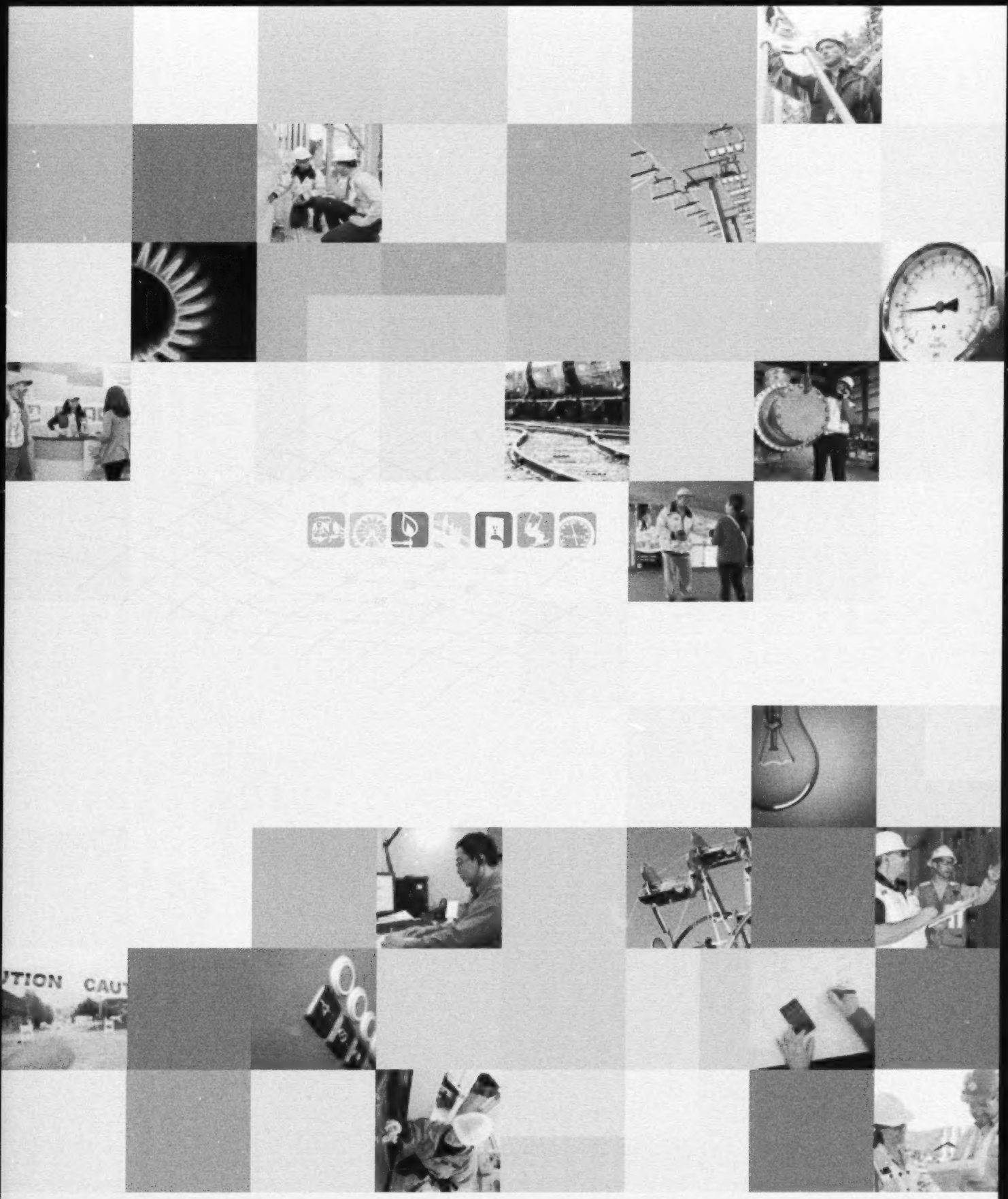
Forward-looking statements

There are numerous factors, some beyond our control, which could cause these figures to vary from expectations. Key risks to the 2013 budget are the predicted strength of the provincial economic recovery and the management of the costs of modernizing our core information system.

The figures provided for the years 2014 and 2015 are not budgets; rather, they are forecasts that are susceptible to variation. All forward-looking statements within this report should be understood to involve risks and uncertainties that could cause actual financial or operating results to differ significantly.

Table 2: BC Safety Authority Statement of Operations

REVENUE	FORECAST 2012	BUDGET 2013	FORECAST 2014	FORECAST 2015
Service and related fees	39,540,000	42,259,000	43,947,000	45,635,000
Interest income	550,000	400,000	400,000	400,000
TOTAL REVENUE	**40,090,000**	**42,659,000**	**44,347,000**	**46,035,000**
EXPENDITURE				
Salaries and benefits	28,300,000	30,560,000	29,617,000	30,209,000
Amortization of property and equipment	2,600,000	3,470,000	3,655,000	3,728,000
Building occupancy	2,500,000	2,501,000	2,796,000	2,852,000
General operating and administration	3,433,000	3,620,000	3,784,000	3,860,000
Communications and Information services	2,075,000	2,210,000	2,254,000	2,299,000
Transportation	1,650,000	1,820,000	1,898,000	1,936,000
Corporate governance	400,000	470,000	482,000	492,000
TOTAL EXPENDITURE	**40,958,000**	**44,651,000**	**44,486,000**	**45,376,000**
SURPLUS OR DEFICIT	**-868,000**	**-1,992,000**	**-139,000**	**659,000**


UTION
CAU

Appendix A:

Planning Context

This business plan is created based on certain assumptions about the future state of technology, safety oversight, and the British Columbia workforce, its economy and industry. These assumptions are presented below.

Technology

Public interest in open data and information technology will continue to increase, impacting all industries, particularly in areas of data analytics and automation. This trend is in line with BCSA's strategy to create an environment where people installing and maintaining technical systems take more accountability for the safety of equipment and their work. BCSA will be using "open data" principles to make information more available, thereby increasing the ability of clients and stakeholders to use, build and share safety knowledge. This will not only improve client and stakeholder insights on safety but also create opportunities to reduce the costs of safety and risk management.

Given the speed of change in technology, BCSA will need to support client innovation by building technical systems expertise to complement its existing knowledge of individual pieces of equipment.

Governance

We anticipate the pendulum will continue to swing between de-regulation and re-regulation, requiring BCSA to demonstrate consistent value and relevance in all environments. Changes posed by national and provincial political shifts are possible, and BCSA will continue to adapt to the political landscape and engage with stakeholders at both the provincial and national levels.

Independent of governing party, policy development and regulation changes will continue to be essential. Certain requirements of BCSA are mandated in the legislation that created the organization, the costs of which are not directly recoverable from clients or stakeholders. BCSA must determine how to continue to fulfill its mandate and remain financially sustainable.

Workforce

As the older generation begins to retire, we recognize that a workforce deficit lies ahead. Consequently, regulators and their clients will experience a shortage of skilled labour.

BCSA will need to appeal to younger generations to attract and retain top talent. As well, we will have to look for ways to do more with less, deploying our workforce in ever more efficient and effective ways. BCSA may also have a role in encouraging youth to enter the trades or engineering to assure the availability of a qualified workforce.

Movement of people globally will further enhance BC's multi-cultural society, highlighting an opportunity and the need for diverse employment policies, client communications, and stakeholder engagement.

Fewer workers available and our requirement for staff with skills in risk, audit, and integrated technical systems safety mean that our business model must adapt. We are shifting some of our focus from offering transactions for revenue, such as permits and inspections, to a multi-faceted client relationship model where we offer specialized knowledge and analysis.

Economic

Global trade will persist and market-based economies will continue to dominate. This presents BCSA with opportunities to expand our influence within BC, reach out to other Canadian provinces, and even explore ways to globally improve technical systems safety. Conversely, the risk of increased globalization is that BCSA's jurisdiction may also be challenged by other technical safety organizations.

Our existing and potential clients will increasingly insist on efficient, excellent service as they compete in a global economy. They will question whether multiple agencies conducting similar tasks, such as inspection, enforcement and investigation, are necessary within BC. Understanding innovative regulatory products, and engaging wider expertise will position BCSA as a highly capable regulator, in touch with world-class practices for the future.

Industry

Markets will remain unable to properly price social values like safety. This will increase pressure to develop a business model that integrates both social and economic success measures. While our business clients see the value in paying for a healthy safety system, they will continue to demand reduced transaction costs and increased efficiencies in safety oversight. Our future business model must be able to continually evolve to maintain its ongoing viability.

Given the possible future consolidation of oversight responsibilities, BCSA needs to be positioned as an extremely effective provider of valuable knowledge-based safety and risk management services.

State of Safety

In addition to this forward-looking plan, information, statistics and analysis of technical systems safety in British Columbia for the prior year are reported in our annual *State of Safety Report*. This report provides an account of incidents and hazards reported and investigated, non-compliances to standards found during physical inspections, and enforcement actions completed during the reporting period. The report also includes a discussion of trends and observations from technical specialists, providing context for many of BCSA's initiatives and priorities.

The State of Safety Report and other publications can also be viewed on our website at www.safetyauthority.ca/about

Safety Authority

British Columbia Safety Authority

Corporate Office
Suite 200 — 505 6th Street
New Westminster, BC V3L 0E1

Toll Free 1.866.566.7233

www.safetyauthority.ca
info@safetyauthority.ca

RPT-5076-00